

The Role of Green Human Resources Management in Achieving Organizational Sustainability an Analytical Study of The Opinions of Administrative Leaders In A Sample of Oil and Gas Producing Companies in The Kurdistan Region of Iraq

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Abstract

The aim of the study is to figure out the role of Green Human Resources Management through (green recruitment and selection, green training and development, green performance management, green rewards and compensation, green Orientation and green health and safety management) in achieving Organizational Sustainability by its dimension (Economic, Social, Environmental and Ethical) in Oil and Gas producer Companies in Kurdistan Region of Iraq. The research problem is to figure out many questions about the correlation and regression between the research's variables. The main question of the research is to seek information about figuring out the level of the variables of the current study as well as figuring the role of GHRM in achieving organizational sustainability in the field of oil and gas management in the Kurdistan Region of Iraq. The descriptive analytical approach was adopted in describing the study's variables and dimensions then analyzed the relationship between independent variable (Green Human Resources Management) and the dependent variable generational Sustainability. The research is being conducted on oil and gas production companies that work in KRG, as well as the oil and gas fields in which production continues and under the authority of the Kurdistan Regional Government become part of the research.

Keywords: Green Human Resources Management, Organizational Sustainability, Oil and Gas Producing Companies, Kurdistan Region of Iraq

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In the current study, questionnaire is used as a tool for collecting data. The population of the study consists of all the people who have responsibilities in (8) oil and gas companies with (410) director and managers, the sampling frame of the current study consists of (308) respondents. Simultaneously and realistically, Statistical tools were applied software AMOS and IBM SPSS (Statistical Package for Social Sciences) programs. After analyzing the research data, a set of conclusions achieved with description and selection of research variables, the most important of which is that there is a direct and significant relation and positive impact between Green Human Resources Management and Organizational Sustainability in oil and gas producing companies in the Kurdistan Region of Iraq. Thus, a series of recommendations related to future research were proposed.

Keywords: Green Human Resource Management, Organizations Sustainability, Oil and Gas Company, Kurdistan Region of Iraq

1. Introduction

1.1. Background of the Study

The increase in environmental problems and the destruction of the natural environment due to human exploitation have encouraged organizations and the human society to focus on introducing the concept of sustainable development and encouraging companies and industrial institutions to have a detailed understanding of the concept of organizational sustainability. The natural environment and the protection of natural resources have become a global necessity for future generations (Bombiak & Marciniuk-Kluska, 2018). This idea has become a philosophy to redefine the strategy of working companies and modern industrial processes because many organizations and companies have faced obstacles due to the impact of the human and natural environment and the internal and external on them (Al-Kulabi et al., 2019).

Organizational sustainability is an effective way of promoting organizations, developing businesses, dealing with, and solving problems facing organizations. Organizational sustainability can be implemented at all stages of business and play a positive role. In general, the organizational structure plays a significant role in the organization's formation if organizational sustainability is part of the organization's strategy (Kristensen & Mosgaard, 2020). According to the London Institute of Personnel and Development CIPD (2012), the essence of organizational sustainability is the basis for strengthening environmental, social, economic, and ethical systems in business operations.

From another side, Green Human Resource Management is a new branch of human resources management, as well as part of the organizational management needs, all kinds of management care about the green human resources management, employees in all parts and branches of companies and organizations pay attention to this kind of human resources (Paulet et al., 2021). GHRM is a new phenomenon in scientific and academic centers and working in it in a practical way in managing human resources and managing organizations (Yusliza et al., 2019).

1.2. Statement of the problem

Nowadays, there has been growing debate about the concept of organizational sustainability particularly in the field of Oil and gas in the Kurdistan Region of Iraq. The aim of companies in this field is to increase and stabilize production and benefit from human and natural resources. Oil and gas companies have spent a lot of money on oil and gas exploration and discovery processes because the petroleum contracts between the KRG and international companies are of the type of production sharing contracts (Qadir et al., 2021). Therefore, Managing the oil and gas industry in the Kurdistan Region need preparations culturally and socially to create a good understanding (Koshesh & Jafari, 2019). In the past, several oil and gas fields have been used by farmers for agriculture and animal husbandry, and the oil and gas process has had a negative impact on farmers socially, as this process invades a part of farmers' land. Besides that, to achieve sustainability from oil and gas companies, it must adopt the concept of effective GRHM. Saleh and his colleagues have approved that oil and gas processes are part of the dangers of environmental pollution, degradation of the land, decreasing the area of greenery, distorting the natural environment, as well as they must deal with those issues applying an efficient green process (Saleh et al., 2021). Based on some reports related for the sustainability from the ministry of Natural resources, it can be said the most of them nowadays are trying to achieve this issue with the focus on green processes and Staff. Consequently, the problem of this research can be appeared as a main research question which is (can organizational sustainability be achieved via the role of GHRM in the researched field in the Kurdistan region of Iraq)

1.3. Research questions

- 1- Does the processes of green human resources management is applied in oil and gas producing companies in the Kurdistan Region?

- 2- How is the level of organizational sustainability implementation in oil and gas producing companies in the Kurdistan region?
- 3- Is there correlation relation between organizational sustainability and green human resources management in oil and gas producing companies in the Kurdistan region?
- 4- Is green human resources management effective in oil and gas producing companies in Kurdistan region?

1.4. The importance of the Research

This research is a wake-up call for managers of industrial companies in Kurdistan region in general and managers of oil and gas companies to encourage them and caring about corporate staffs, because they are an asset and can be used to provide organizational sustainability with the attention of GHRM. The research also offers companies valuable suggestions about problems, shortcomings, and challenges about organizational sustainability processes. Although several studies have been conducted on the impact of green human resources management on organizational sustainability around the world, such research has not been properly addressed in the Kurdistan Region and Iraq.

1.5. Research objectives

- 1- To understand the levels of green human resources management of oil and gas producing companies in the Kurdistan Region.
- 2- To find out the level of organizational sustainability in oil and gas producing companies in the Kurdistan Region.
- 3- To figure out the relationship between green human resources management and organizational sustainability of oil and gas producing companies in the Kurdistan Region.
- 4- To understand the effects of the Green Human Resources management on the organizational sustainability of oil and gas producing companies in the Kurdistan Region.

1.6. Research Hypothesis

First Hypothesis: the ordinal importance of the study of Green human resources management and organizational sustainability variables and their dimensions vary according to the nature of dependence on them by researched oil and gas companies.

Second Hypothesis: there is a significant correlation between Green Human Resources Management and Organizational Sustainability in the researched oil and gas companies

Third Hypothesis: There is a positive and significant effect of Green Human Resources Management on Organizational Sustainability

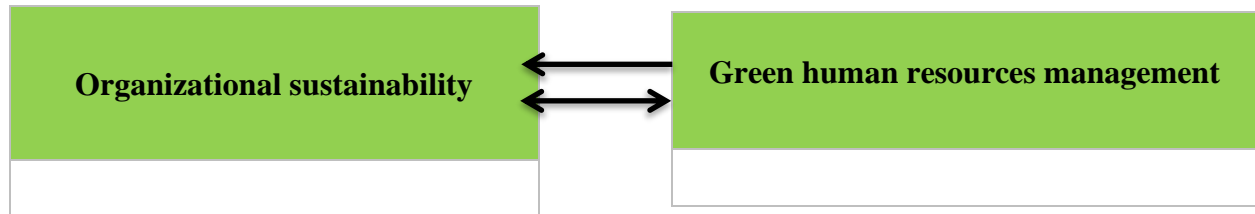


Figure (1) Model framework
by the Researcher

Correlation relation \longleftrightarrow
Effect \longleftarrow

2. Theoretical Framework

2.1 Concept of Green Human Resources Management

The concept of GHRM would be seen as a big development in the field of HR and protecting the natural environment, has encouraged employees, organizations, and companies and has created corporate social responsibility for all of them, encouraging organizations to have special designs for Green Performance Management, the idea it has made by employees to participate in environmental activity, pay attention to the training and environmental development course, allocate financial and non-financial rewards to encourage green management (Arulrajah et al., 2015). GHRM may be considered as the implementation of administrative plans within a business organization or an attempt to create balances between protecting the environment and supplying human needs or the responsibility of commercial organizations to compensate for environmental damages or to organize several policies, trainings and systems that train the employees of organizations to implement green principles for individual, community, natural and business benefits (Opatha & Arulrajah, 2016).

The purpose of GHRM is to create, strengthen, and protect the green bureaucracy from thinking and the personality of each employee of the organization to play the most personal participation and have a role in all four sides of preservationist, conservationist, non-polluter, and maker (Opatha & Arulrajah, 2016). The author defines GHRM as one of the sustainable aspects of managing human resources and has a wide connection to many natural and humanitarian aspects, related to community issues and strategies to increase profits, and its goal to increase

environmental, social, and economic performance of commercial organizations. It refers to the policies, procedures, rules, and systems of employee management that take part in sustainable achievement (Opatha & Hewapathirana, 2019). The GHRM is concerned about issues related to degradation and pollution of the natural environment on the planet, such as the decline of the green area due to the growth of trade and industry, the bad role of some employees and managers in dealing with natural resources, attitudes, green behavior, and green performance (Opatha, 2019).

2.2 Importance of Green Human Resources Management:

The management of green human resources (GHR) plays a significant role in solving and ending a part of environmental problems, which will lead to the stability of the organization and the success of the industrial process. Organizations should devise policies and programs for human resources training; develop the ability of their employees to raise awareness about the environment, as well as to enforce laws and guidelines related to environmental protection (Rani et al., 2014). The GHRM will have a positive impact on organizations (Malik et al., 2021), if these organizations have their own environmental policy and pay attention to the training of the GHRM and train their employees to raise awareness about the environment and try to solve environmental problems, as well as to implement laws and guidelines related to environmental protection (Opatha & Anton, 2014).

2.3 Dimensions of Green Human Resources Management

GHRM is one of the scientific branches of human resource management that has the most dimensions and functions, in the current research, six dimensions have been mentioned due to that those have been accepted by many researchers such as (Hosain & Rahman, 2016), (Arulrajah et al., 2015) and (Mashala, 2018) and more right for our study field.

2.3.1. Green Recruitment and choice

Recruitment and selection of employees will directly affect organizational sustainability, as the conditions for employee recruitment are figured out based on the strategies of organizations and companies. Recruitment is the process of connecting the candidate to an organization, which is the beginning of the start of work by a candidacy in the organization (Shoab et al., 2021).

2.3.2. Green Training and Development

Training and development are one of the most important work of organizations, a good co-coordinator for an organization that can continue to compete with other organizations, as in today's world organizations face many obstacles, challenges, and changes (Saeed et al., 2019). Organizational sustainability is implemented when employees of the organization and companies have experience and knowledge of the public and private lines on which the process is implemented, and companies must pay attention to the training and development processes (Abdulla et al., 2019)

2.3.3. Green Performance Management

Green Performance Management can describe the work in organizations if there is a connection between employee performance evaluations for environmental management and green goals (Faraj et al., 2021), it will be clear if the evaluation programs and green targets are clearly set in the organizations (Freitas et al., 2020). To figure out the level of organizational sustainability and to check and evaluate this process, companies must have a scale to figure out the level of performance of their employee's; managing performance is a systematic process in green human resources management. The goal of this process is to improve organizational performance by developing individual performance and team performance (Armstrong, 2006).

2.3.4. Green rewards and compensation

Nowadays, many organizations want to support a guaranteed of organizational sustainability, to achieve it, the strategy of encouraging employees must be followed; one of the ways in which these encouragements are implemented is to pay attention to rewards and compensation. A financial and non-financial reward system, including management rewards, green rewards, and employee compensation, is all designed to encourage employees, keep employees in the organization, bring experienced and talented employees into the organization, and the main purpose of this system is to include employees in the organization's environmental strategies (Saka et al., 2021). Employees may often feel more motivated when non-financial rewards are paid such as praise, recognition, and green rewards (Ahmed et al., 2021).

2.3.5. Green Orientation

The green orientation is important as a process of cooperation for organizational sustainability. It can be taken care of each of the environmental awareness processes, the processes of orientation and socialization. These processes are designed to ease the participation of new employees in

environmental processes. Organizations should pay attention to green management processes such as health and safety, workplace greening, cleaning workplaces (Farooq, 2021).

2.3.6. Green Health and Safety management

Environmental management in most companies is with the management of Health and Safety, most organizations and companies currently do not only have health and safety sections, but also management of health, safety, and environment. These three concepts have a wider range of work than the normal position of health and safety management. Companies and organizations care very much about the health and safety of employees, as well as the local environment, this is done by a team that is working within the framework of the administration and plays a significant role in managing safety, health, and environment (Opatha & Kottawatta, 2020).

2.4 The Concepts of Sustainability and Organizational Sustainability

The concept of sustainability and the basic principles of this concept are working to ensure human needs and to care about society, to care about the current and future generations, continuously working to improve the general quality of life and create equality within the community, Protecting the environment, caring about ecosystems, protecting natural resources, using new ideas and technology to renewable resources and preventing resource shortages, using new energy sources and using creative technologies to reduce negative impacts on the environment, it also focuses on international, regional and local cooperation with the aim of creating a framework for implementing the concept of organizational sustainability (Østergaard et al., 2020).

Based on the historical developments and changes that have occurred in the concept of sustainability, it can be said that this concept has an ancient history dating back to the eighteenth century, as the organizational sustainability has been an effective reason for dealing with the environment and solving environmental problems, and these environmental problems have consistently had a negative impact on the natural environment and human life (Caradonna, 2014).

2.5 The importance of the organizational sustainability process

Over the past two decades, trade organizations have paid more attention to the practice of the concept of "organizational sustainability" in a practical way, because it has taken a global form and has become part of the principles of work, this term is supported by the rules and instructions of working. Research shows that sustainability has genuine business importance for organizations

and industrial institutions, as this practical term can conscientiously mix with business actions (Qian et al., 2021).

The organizational sustainability can play an effective role in all stages of the business environment. It also positively affects the continuation of financial development, encouraging companies and business organizations to take part and continue to compete with their business counterparts (Zhu et al., 2020).

2.6 Dimensions of Organizational sustainability

2.6.1. Economical sustainability

The organizational sustainability has emphasized the importance of economical sustainability as one of the most important pillars of the company's sustainability (Marques et al., 2018). Economic sustainability is the growth of production systems and using resources to meet the needs of the current generation, considering future generations' needs (Marques et al., 2018).

2.6.2. Social sustainability

Social sustainability is another element of organizational sustainability. This dimension has social goals, such as social justice, attention to social empowerment programs, access to natural resources, social participation, cultural identity and stability and institutional development, the concept shows that people's lives are important, and organizations need to work on it continuously (Amrutha & Geetha, 2020).

2.6.3. Environmental sustainability

The environment has significant importance and characteristics in organizational sustainability, the concept of environmental sustainability is natural environment and how to sustain the environment for the purpose of producing and being able to withstand and keep the environment to support human life, environmental sustainability is related to environmental integrity and the ability to use natural environments. Natural capital must continue to be a source of economic growth and the provision of human needs (Roscoe et al., 2019).

2.6.4. Ethical sustainability

Ethical sustainability is a multidimensional strategy for most organizations, particularly in the developed system and communities. Implementing this strategy is aimed at continuously growing the organization's capital, as well as considering the principles and morals of working with the

implementation of the law, work guidelines, and considering the duties and rights of employees (Martínez-Ferrero et al., 2021).

3. Methodology

3.1. The study method:

The current study relied on Descriptive analytical method because of the suitability of the curriculum with the nature and aims of the study and answering the questions and aims of the study. Descriptive analytical method aims to describe the phenomenon under study, analyze its data, and explain the causal relationships between its components in a more realistic way for scientific and research logic to describe the phenomena more accurately.

3.2. Tools of collecting and analyzing data:

To obtain the necessary data to achieve the study's goals, the researcher relied on Questionnaire as a main tool to collect it. AMOS and SPSS programs will be used to analyze the data using some statistical tests

3.3. Reliability Measurement:

The reliability of the questionnaire means that the questionnaire test gives the same results if it re-applied under the same conditions. Reliability measured by extracting the correlation coefficient between the questionnaire items. Therefore, reliability analysis applied using the Alpha-Cronbach method. The results are acceptable when the value is equal to or greater than (0.60) in management studies, and the results shown in the table (1) of the measurement of study reliability.

- The highest value of the reliability coefficient by the alpha-Cronbach method was the level of variables recorded for the (GHRM) variable, and it was (0.963).
- The highest value of the reliability coefficient by the alpha-Cronbach method at the dimensional level was for the green compensation and Rewards (GCR) dimension in the Green Human Resources Management (GHRM) variable and recorded (0.900). However, Social Sustainability (SS) in the Organizational Sustainability (OS) with a reliability coefficient of (0.787) recorded the lowest value of the reliability coefficient by the alpha-Cronbach method.
- For the overall indicator level and for all the questionnaire's (70) items, the value of the reliability coefficient was (0.976).

Table (1) Reliability Measurement through Alpha-Cronbach Method

Variable	Dimensions	Number of Questions	Reliability Value
Green Human Resources Management (GHRM)	Green Recruitment and Selection (GRS)	5	0.861
	Green Development and Training (GDT)	5	0.899
	Green performance management (GPM)	5	0.874
	Green compensation and Rewards (GCR)	5	0.900
	Green employee retention (GER)	5	0.852
	Green Health and Safety Management System (GHSMS)	5	0.849
Green Human Resources Management (GHRM)		30	0.963
Organizational Sustainability (OS)	Social Sustainability (SS)	5	0.787
	Environmental Sustainability (ES)	5	0.857
	The economical sustainability (TES)	5	0.818
	Ethical Sustainability (ESU)	5	0.883
Organizational Sustainability (OS)		20	0.936
Overall questionnaire		50	0.976

Source: Prepared by authors.

3.4 The population and sampling

In order describe the sample of the study, (500) questionnaires were distributed to (8) oil and gas companies and collected from (Jun) till (September) 2022. (392) questionnaires were collected back and out of the (500) questionnaires, there were (108) not answered properly and therefore unsuitable for analysis leaving (317) questionnaires suitable for analysis, (24) of them were directors in the oil and gas companies.

Table (2) Study Sample

N.	Company Name	Number Of Questionnaires Given Out	Number of Questionnaires Collected Back	Number of Questionnaires Unsuitable for Analysis	The Remaining Number of Questionnaires	Percent
1	Crescent petroleum	69	50	19	36	11.4
2	Dana Gas	41	31	10	25	7.9
3	DNO	110	89	21	78	24.6
4	Gazprom	55	44	11	37	11.7
5	HKN	52	45	7	37	11.7
6	Kar Group	72	55	17	46	14.5
7	OPHKL	43	31	12	24	7.6
8	Rosneft	58	47	11	34	10.7
Total		500	392	108	317	%100

Source: prepared by Authors

4. Hypothesis test of the study

4.1. Examining the hypothesis of ordinal importance:

To find the levels of ordinal importance of the study variables and their dimensions in the oil and gas companies surveyed in Iraqi Kurdistan Region, according to the results of the study's description of variable and their dimensions and according to the perspectives of the study sample as follows.

A- Ordinal Importance of the independent variable Green Human Resources Management (GHRM) and its dimensions:

It is clear from the analysis results in table (3), which shows measures of the independent variable Green Human Resources Management (GHRM) and its dimensions, represented by the mean, standard deviation, and rate of agreement. The results of the analysis showed that the rate of agreement for the Green Human Resources Management (GHRM) reached (74.98) with a total mean (3.74) and a standard deviation (1.042). This shows that this variable is important from the perspective of the study sample.

The Ordinal importance of the dimensions of the Green Human Resources Management (GHRM) varied from the perspective of the study sample. It appears from the descriptive statistics measures that there is a focus and interest and at close levels by the researched organizations on directing their interest in looking to have the requirements of each of the dimensions of Green Human Resources Management (GHRM). This is according to the values of the rate of agreement, which amounted according to the order of the dimensions of Green Human Resources Management (GHRM): Green Recruitment and Selection (GRS), Green Development and Training (GDT), Green performance management (GPM), Green compensation and Rewards (GCR), Green employee retention (GER), and Green Health and Safety Management System (GHSMS) recorded (74.2), (74.48), (74.68), (72.08), (77.68), and (76.8) respectively. These values came with mean (3.71), (3.724), (3.73), (3.60), (3.88) and (3.84), respectively, and with standard deviations (1.032), (1.100), (1.002), (1.126), (1.087), and (1.005), respectively, which shows the difference in the ordinal significance of these dimensions. So, it can be concluded that the application of the dimensions of Green Human Resources Management (GHRM) in the researched organizations comes with different ordinal importance related to achieving the requirements of green employee retention (GER), Green Health and Safety Management System (GHSMS), Green performance management (GPM), Green Development and Training (GDT), Green Recruitment and Selection (GRS), and green compensation and Rewards (GCR) respectively.

Table (3) ordinal importance of Green Human Resources Management (GHRM) and its Dimensions

The Variable and its Dimensions	Mean	Standard Deviation	Rate of agreement	Significance Level
Green Recruitment and Selection (GRS)	3.71	1.032	74.2	5
Green Development and Training (GDT)	3.724	1.100	74.48	4
Green performance management (GPM)	3.73	1.002	74.68	3
Green compensation and Rewards (GCR)	3.60	1.126	72.08	6
Green employee retention (GER)	3.88	.987	77.68	1
Green Health and Safety Management System (GHSMS)	3.84	1.005	76.8	2
Green Human Resources Management (GHRM) variable	3.74	1.042	74.98	2

Source: prepared by (Authors) from the results of SPSS V.24 statistical analysis

B- Ordinal Importance of the dependent variable Organizational Sustainability (OS) and its dimensions:

It is clear from the results of the analysis in the table (4), which shows measures of the Organizational Sustainability (OS) variable and its dimensions, represented by the mean, standard deviation, and rate of agreement. The results of the analysis showed that the rate of agreement for the moderate variable Organizational Sustainability (OS) variable reached (77.3). This shows that this variable is important from the perspective of the study sample. This shows the severity of its importance from the perspective of the responding study sample, and this value came with a total mean (3.86) and a standard deviation (.950).

The ordinal importance of the dimensions of the moderate variable Organizational Sustainability (OS) variable varied from the perspective of the study sample. It appears from the descriptive statistics measures that there is a focus and interest and at close levels by the researched organizations on directing their interest in looking to have the requirements of each of the dimensions of moderate variable Organizational Sustainability (OS) variable. This is according to the values of the rate of agreement, which amounted according to the order of the dimensions of moderate variable Organizational Sustainability (OS) variable: Social Sustainability (SS), Environmental Sustainability (ES), The Economical Sustainability (TES), and Ethical Sustainability (ESU) recorded (78.2), (76.28), (78), and (76.72) respectively. These values came with mean (3.91), (3.81) (3.90), and (3.83) respectively, and with standard deviations (.953), (.929), (.907) and (1.013) respectively, which shows the difference in the ordinal significance of these dimensions. So, it can be concluded that the application of the dimensions of Organizational

Sustainability (OS) variable in the researched organizations comes with different ordinal importance related to achieving the requirements of: Social Sustainability (SS), The Economical Sustainability (TES), Ethical Sustainability (ESU), and Environmental Sustainability (ES) respectively.

Table (4) Ordinal Importance of the dependent variable Organizational Sustainability (OS) and its Dimensions

The Variable and its Dimensions	Mean	Standard Deviation	Rate of agreement	Significance Level
Social Sustainability (SS)	3.91	.953	78.2	1
Environmental Sustainability (ES)	3.81	.929	76.28	4
The Economical Sustainability (TES)	3.90	.907	78	2
Ethical Sustainability (ESU)	3.83	1.013	76.72	3
Organizational Sustainability (OS) variable	3.86	.950	77.3	1

Source: prepared by (Authors) from the results of SPSS V.24 statistical analysis.

As a result, **the first hypothesis is accepted that states the importance of the study variables and their dimensions vary according to the nature of dependence on them by researched oil and gas companies.**

4.2 Examining the correlation relation between the study variables:

4.2.1 Correlation between Green Human Resources Management (GHRM) and Organizational Sustainability (OS)

The Authors built a structural model that stands for the correlation between the two variables: Green Human Resources Management (GHRM) variable and Organizational Sustainability (OS) variable as shown in Figure (2). The figure shows that the model is fully consistent with the Goodness of Fit Index. The indicators extracted for this model reached their values as follows:

- CMIN/DF value = 2.167 which is less than (5)
- RMSEA value = 0.061 which is less than (0.08)
- Significance level = 0.000.
- Calculated Chi-square value = 2522.738, which is greater than its tabular value of (233.99).

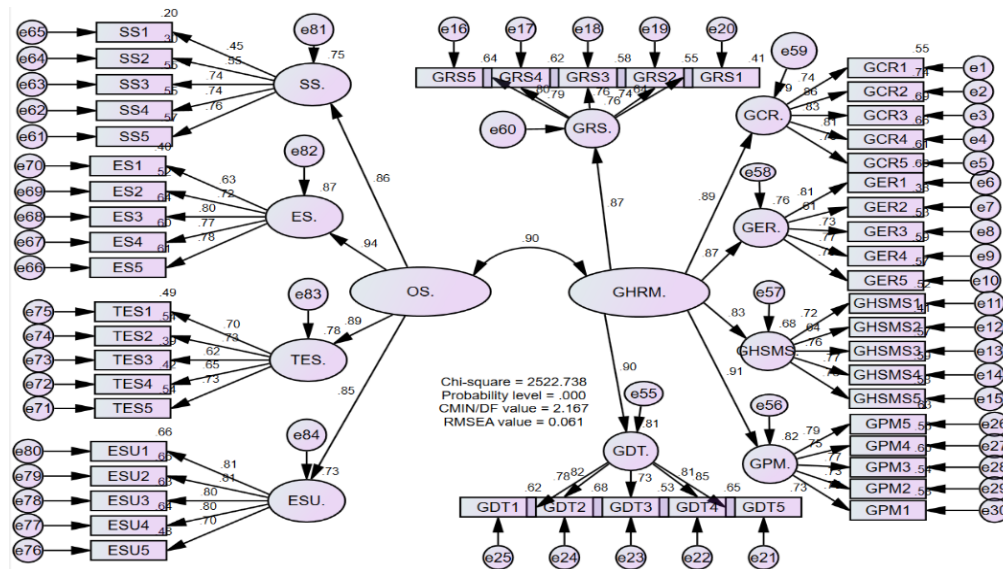


Figure (2) the structural model of the correlation between Green Human Resources Management (GHRM) variable and Organizational Sustainability (OS) variable.

Source: Prepared by the Authors based on the outputs of the AMOS-24.

The results contained in Table below (5) and figure above (2) writes down that there is a direct, statistically significant correlation at the level (0.01) between Green Human Resources Management (GHRM) variable and Organizational Sustainability (OS) variable. The value of the correlation coefficient between them was (0.904), which is a significant value, and the critical value was (8.121) higher than (1.96) with low standard errors S.E. This writes down the strength of the direct relationship between the two variables.

Table (5) paths and Parameters of the Relationship between Green Human Resources Management (GHRM) variable and Organizational Sustainability (OS) variable

Paths	Correlations	Estimate	S.E.	C.R.	P. Value
OS. <---> GHRM.	.904	.389	.048	8.121	0.000

Source: Prepared by Authors based on the outputs of the AMOS-24.

With this result, **all the second hypothesis are accepted, which says that (there is a direct and significant correlation between Green Human Resources Management and Organizational Sustainability in the researched oil and gas companies).**

4.3 Examining the Regression Hypothesis:

The effect hypotheses were examined in this study by relying on the Structural Equation Modeling (SEM) method through the statistical program (Amos V. 24). Based on the figure below, the third hypothesis states that there is a positive and significant effect of Green Human Resources Management (GHRM) on Organizational Sustainability (OS). To examine this hypothesis, the regression between the two main variables and the results was modeled, as shown in Table (6) and Figure (3).

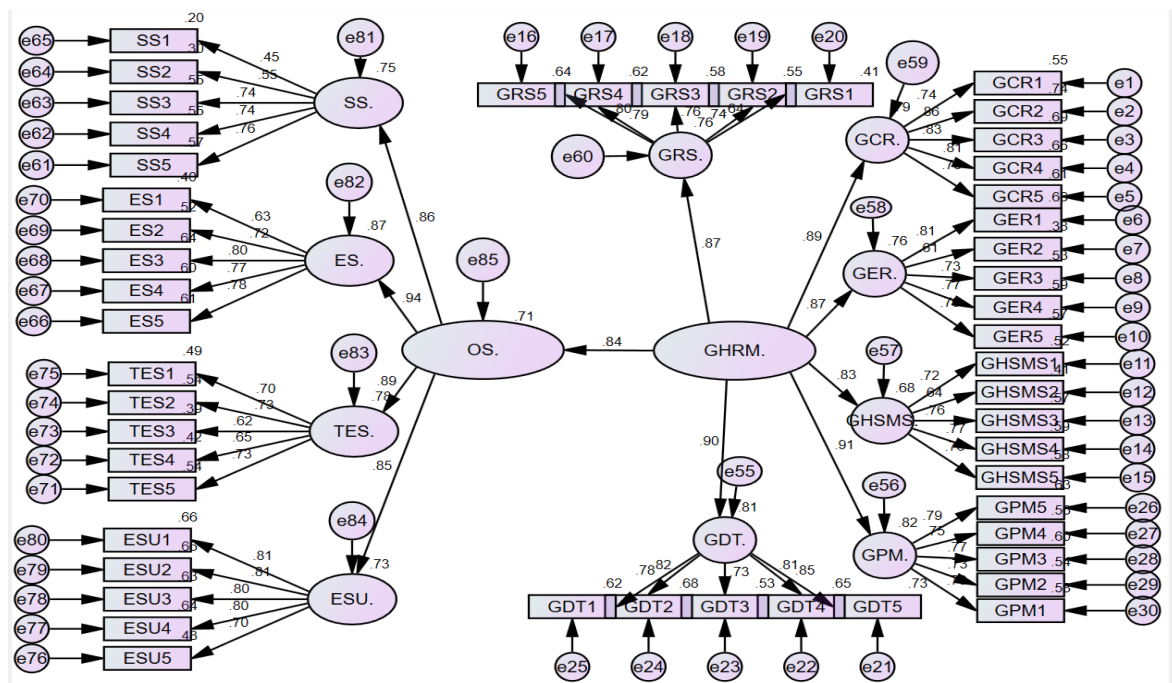


Figure (3) Structural model of the effect coefficient of Green Human Resources Management (GHRM) on Organizational Sustainability (OS)

Source: Statistical Analysis Program Results Outputs (Amos-24)

Figure (3) shows that there is a positive and significant effect of Green Human Resources Management (GHRM) and its dimensions on Organizational Sustainability (OS). The results of the model matching indicators were within the acceptance base distributed to them. The calculated Chi-square value is 2522.738 which is greater than its tabular value of (233.99). CMIN/DF value is 2.167 which is less than (5). RMSEA value is 0.061 which is less than (0.08) at the Probability level (0.000). The value of the Standardized Regression Weights (SRW) effect coefficient reached (0.841), which means that the Organizational Sustainability (OS) will increase by (84.1%) if the interest in Green Human Resources Management (GHRM) increases by one unit at the level of the

study sample. In other words, it means that changing one unit of Green Human Resources Management (GHRM) in the study sample will lead to a change in Organizational Sustainability (OS) by (84.1%). As can be seen from the table (6), the value of the interpretation coefficient (R^2) has reached (.707), which means that the Green Human Resources Management (GHRM) variable is able to explain (70.7%) of the changes that occur in achieving Organizational Sustainability (OS). The remaining percentage (29.3%) due to other variables that not included in the study model. Besides, this value is considered significant because the value of the critical ratio (C.R.) shown in Table (6) amounting (27.624) is a significant value which is greater than (1.96) at the significant level of (0.000). Consequently, this result shows that Green Human Resources Management (GHRM) has variable effects on Organizational Sustainability (OS) significantly.

Table (6) paths and parameters of the effect of Green Human Resources Management (GHRM) on Organizational Sustainability (OS)

Paths		R^2	SRW	S.E.	C.R.	P Value
OS.	<--- GHRM.	.707	.841	.027	27.624	0.000

Source: Statistical Analysis Program Results Outputs (Amos-24)

Consequently, the third hypothesis is accepted that states there is a positive and significant effect of Green Human Resources Management on Organizational Sustainability.

Conclusions and Recommendations

In conclusion, the measures of the study variables achieved elevated levels of reliability. Moreover, this shows the accuracy and effectiveness of these measures in clearly measuring the research variables without any interference or complexity, which confirms the possibility of achieving the same results if the test repeated several times on the sample members themselves in the researched gas and oil companies in the Kurdistan Region of Iraq. The results of the descriptive statistics showed there is a direct and significant correlation between Green Human Resources Management and Organizational Sustainability in the researched oil and gas companies at the levels of variables. The results of the descriptive statistics showed there is a direct and significant correlation between Green Human Resources Management and Organizational Sustainability in the researched oil and gas companies in addition, The results showed that Green Human Resources Management affect Organizational Sustainability. It means that Organizational Sustainability derives a large part of its characteristics from Green Human Resources Management and its dimensions, which adopted by the current study.

Based on the conclusions, some recommendation will be proposed. The need for oil and gas companies' management to adopt green human resources management practices by including the environmental dimension in their daily practices and activities, as once this becomes a routine procedure and daily activity; it treated as an institutional culture. Thus, it is important to change the traditional HRM functions through the following actions. Working on developing an environmental culture within oil and gas companies that helps increase environmental awareness and adopt environmentally friendly activities inside and outside companies. These can be done through the development of this culture comes through holding periodic lectures within companies that include topics about the environment and how to preserve it. oil and gas companies' management need to pay attention to managing and evaluating green performance. These activities will focus on employees' responsibilities and results in achieving environmental goals. This comes by setting green goals and evaluating employee performance in the light of these goals.

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